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# Conduct of Operations

## Universal Concepts for Excellence

November 2014

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# Conduct of Operations

- Conduct of Business
- Formality of Operations
- Formality of Business

## Conduct of Operations



**A rose by any other name still smells good.**

**What do you call it?**

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Slide 2

# Conduct of Operations

Can be defined as...

Effective implementation  
and control  
of normal everyday activities.



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# Conduct of Operations

**Why follow Conduct of Operations?**

**First, because it is the law!**

**In June of 2010, DOE Order 422.1, *Conduct of Operations*, superseded DOE Order 5480.19 and was added to the Laboratory contract in January of 2011.**



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Slide 4

# Conduct of Operations

Has helped the nuclear industry (since mid-80s) achieve

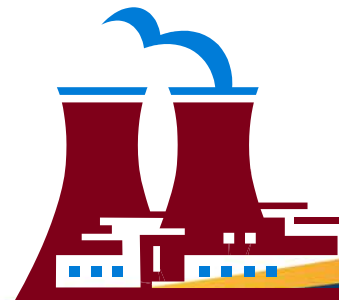
- Exemplary record of safety,
- Reduced liabilities
- Reduced regulatory oversight

With the following results

- Keeps plants running at high capacity factor,
- Keeps electricity costs low



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# Conduct of Operations

P315, The Conduct of Operations Manual, is the main document driving implementation at LANL.

Other implementation documents include:

- Implementing Formality of Operations
- Roles, Responsibilities, Authorities, and Accountability
- Management Observation and Verification



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Slide 6



# Conduct of Operations

**Contrary to popular belief, Conduct of operations does not apply only to Operators.**

**According to P-315, *Conduct of Operations Manual***

*“This document applies to all Laboratory workers (e.g., employees, subcontractors, and other assigned personnel) performing facility or programmatic work, in integration with Integrated Work Management and other institutional program and system requirements referenced by this document.”*

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Slide 7

# Conduct of Operations

- Reliable performance of activities and daily operations
- A culture...
  - it is the way you present yourself to your internal and external customers
  - your customers perception of you
  - a sense of pride and accomplishment

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# Conduct of Operations

## Consistent performance

- Human performance can be highly variable, and that variability can lead to inefficiencies, errors, and incidents
- Incidents most often are near misses which are pre-cursors to more serious accidents, but less frequently, the serious accidents themselves.

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# Conduct of Operations

A “Control System” for human performance

- **Even “Highly Disciplined” people doing everyday activities make “Honest Mistakes”**
- **ConOps provides layers of protections such that an honest mistake has minimum consequences**

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# Conduct of Operations

A Systematic Approach to doing daily business

- **Establish a sound “Lessons Learned” Program**
  - **Taking actions to prevent reoccurrences**
- **It is “Self-Assessment”**
  - **Routinely looking “Critically” at yourself**

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# Conduct of Operations

The protection of the Safety Envelope

- **It is rigor in normal performance**
- **It permits human intervention in abnormal situations**
- **It controls activities within the desired safety envelope**

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# Conduct of Operations

## Disciplined Professionals

- It encourages and supports a culture of "**disciplined professionals**", which is paramount to establishing a sound safety culture



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# Conduct of Operations

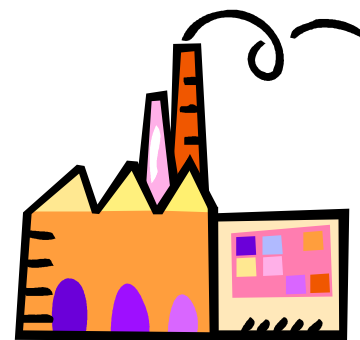
- The implementation of Integrated Safety Management
- The implementation of Safe Work Practices
- The implementation of the Integrated Work Management Process

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# Conduct of Operations

**Saying what you are going to do!!  
and  
Doing what you said you were going to do!!**



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# Conduct of Operations

## A Continuous Improvement Process

- Many before have doubted the worthiness of the program but have experienced the benefit after going through the process
- Experienced significant increases in
  - Safety
  - Productivity
  - Performance

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# Conduct of Operations

Experience has shown that the better operating organizations

- control the activities by having well-defined and effectively administered policies and programs

This concept improves performance indicators by:

- Reducing cost, down time, rework, occurrences
- Improves safety, quality, productivity

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# What's In It For Me ?

- Improved Personnel Safety
- Increased Personal Productivity
- Feeling Good about what you do



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# Conduct of Operations

- Different approaches or methods may be used based upon:
  - Analyzed Hazards
  - Perceived Risk
  - Activity Duration

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# Conduct of Operations

**The intent of the process must be implemented**

**“Graded” Does Not Mean “Non-Existent”**

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# Conduct of Operations

Implementing conduct of operations uses three principles

- You Cannot Tell What is Wrong If You Don't Know What is Right
- Experience Is A Good Teacher
- What one Does Speaks Louder Than What One Says

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# Conduct of Operations

- Identify the work (i.e. study your operations)
- Identify the Hazards
  - Rank highest to lowest risk
- Identify mitigation methods
  - Hardware, Personnel, Training, Processes and Procedures
  - Prioritize based on cost/benefit
- Implement proven mitigation & operational methods
  - Straightforward and cost/beneficial
- Document what you did to show due diligence
- Periodically review your status or when an abnormal event occurs
  - Continuously improve



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# Conduct of Operations

Who better to make it happen  
than “YOU”?

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# Questions?

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Slide 24